

CHAPTER: 500

Personnel/Human Resources

DEPARTMENT ORDER:

**516 – Employee Exit Interview and Exit
Survey**

**OFFICE OF PRIMARY
RESPONSIBILITY:**

DD

Effective Date:

May 8, 2012

Amendment:

N/A

Supersedes:

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Scheduled Review Date:

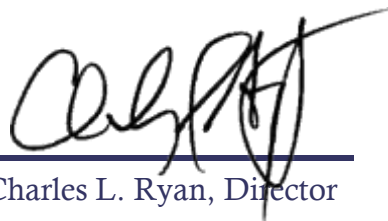
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ACCESS

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Arizona Department of Corrections

Department Order Manual

A handwritten signature in black ink, appearing to read "Charles L. Ryan", is positioned above a solid black horizontal line. The signature is fluid and cursive in style.

Charles L. Ryan, Director

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PURPOSE

This Department Order establishes an Employee Exit Interview and Exit Survey process to identify reasons for which employees voluntarily resign. The Employee Exit Interview shall be utilized to determine if there are management actions which may be taken to encourage employees to remain with the Department. Both instruments shall be used to provide data to identify the most common reasons employees voluntarily separate. The information obtained may then be used in developing methods to reduce staff turnover in the future and in planning and implementing future programs or systems that will address common concerns of employees.

APPLICABILITY

This Department Order applies only to employees who voluntarily resign or retire. It does not apply to employees who are dismissed, or who resign in lieu of dismissal.

RESPONSIBILITY

The Human Resources Administrator or designee is responsible for oversight of the Employee Exit Interview and Exit Survey Process to include:

- Development, evaluation and recommendation for revision of the Employee Exit Interview and Exit Survey Process.
- Evaluation of data and development of required reports.

The Deputy Director, Division Directors, Regional Operations Directors, Wardens, Deputy Wardens, and Administrators shall be responsible for ensuring Employee Exit Interviews and Exit Surveys are:

- Conducted with employees who voluntarily resign or retire, ensuring confidentiality.
- Used as a tool to attempt to retain staff who have indicated their intention to resign, if applicable.
- Used to address issues/problems identified by staff, with the intent of resolving the issues/problems in a manner which will result in the retention of staff in the future.

PROCEDURES

1.0 ADMINISTRATIVE REQUIREMENTS

- 1.1 Supervisors shall notify their Human Resources Liaison within 24 hours of receipt of an employee's resignation.
- 1.2 The Human Resources Liaison shall:
 - 1.2.1 Notify the appropriate Division Director, Regional Operations Director, Warden, Deputy Warden, or Administrator of an employee's resignation within 24 hours of receipt of notification from the supervisor.
 - 1.2.2 Have employees complete the online Exit Survey form prior to their last date of employment.

- 1.2.3 Accept all Exit Surveys, Form 516-1, when the employee is unable to complete the online survey, and maintain confidentiality by ensuring the employee has sealed the survey envelope.
- 1.2.4 Maintain a Monthly Staff Turnover Report, Form 516-2, accounting for all employees who separate for any reason, indicating their exit category code.
- 1.2.5 Forward the report to the Human Resources Administrator's Office by the fifth work day of each month.
- 1.2.6 Contact the Human Resources Administrator's Office if they have any questions concerning the Exit Survey Process.
- 1.3 Upon receiving the paper Exit Surveys the Human Services Bureau staff shall enter the information from the Exit Surveys into the appropriate computer database.
- 1.4 Division Directors, Wardens, Deputy Wardens, and Administrators shall:
 - 1.4.1 Conduct an Employee Exit Interview with all employees resigning, in accordance with the applicability statement of this Department Order, within three days of receipt of notification of the employee's resignation from their Human Resources Liaison using the Employee Exit Interview, Form 516-3.
 - 1.4.1.1 Division Directors, Wardens, Deputy Wardens, and Administrators may delegate the Employee Exit Interview Process to the next lower supervisory level; however the resigning employee's immediate supervisor shall not conduct the Employee Exit Interview.
 - 1.4.1.2 If the resigning employee held the position of Deputy Director, Division Director or Warden, the Director or designee shall conduct the Employee Exit Interview.
- 1.5 All completed Employee Exit Interviews shall be forwarded to the Human Resources Administrator's Office, regardless of the employee's decision to retain employment or resign.
- 1.6 The Human Resources staff shall:
 - 1.6.1 Analyze data from the Employee Exit Interviews and Exit Surveys for statistical reporting and produce reports quarterly and annually.
 - 1.6.2 If significant trends are identified concerning the reason(s) why employees are resigning, the Chief Human Resources Officer or designee shall be notified.

2.0 CONDUCTING THE EMPLOYEE EXIT INTERVIEW

- 2.1 The employee exit interviewer shall document the employee's responses, all action(s) taken to resolve any issue(s) to retain the employee and the personnel contacted to solve these issue(s) on the Employee Exit Interview form, if applicable.
- 2.2 The following issues, at a minimum, shall be discussed during the Employee Exit Interview:
 - 2.2.1 The specific problem(s)/reason(s) for the employee's resignation.

- 2.2.2 The specific method(s) attempted to resolve any problem(s)/issue(s) identified as the reason(s) for leaving the Department, if applicable.
- 2.2.3 The specific measures which would influence the employee to remain in his/her current position, if applicable.
- 2.2.4 The specific problem(s)/issue(s) at a minimum that would have to be resolved to the employee's satisfaction for him/her to continue employment with the Department, if applicable.
- 2.2.5 The possibility of withdrawing their resignation while issue(s)/problem(s) are being addressed, if applicable.
 - 2.2.5.1 Meeting time constraints and other conditions for the withdrawal of an employee's resignation shall be in accordance with Department Order #601, Administrative Investigations and Employee Discipline.
- 2.3 The Division Director, Warden, Deputy Warden, Administrator or designee shall research issues of concern raised by the employee, if deemed necessary.
- 2.4 If applicable, within three work days of the conclusion of the Employee Exit Interview the Division Director, Warden, Deputy Warden, Administrator or designee shall provide a written response to the employee as follows:
 - 2.4.1 The response shall be prepared on standard Department stationary, in memo format.
 - 2.4.2 The response shall address the specific results of their action(s) taken to resolve the issue(s)/problem(s) and options to retain the employee such as:
 - 2.4.2.1 Adjusted or flexible work scheduling.
 - 2.4.2.2 Rotation of staff within the same institution or unit in accordance with Department Order #524, Employee Assignments and Staffing.
 - 2.4.2.3 Reassigning supervision to a different supervisor.
 - 2.4.2.4 Utilization of Department authorized counseling in accordance with Department Order #521, Employee Assistance Program.
 - 2.4.2.5 Use of accrued leave or compensatory hours.
 - 2.4.2.6 Other reasonable resolution.
- 2.5 Division Directors, Wardens, Deputy Wardens, Administrators or designee should extend a letter of opportunity to reapply for employment with the Department to staff who resign due to personal reasons other than problems concerning the Department:
 - 2.5.1 Married to a military member and they are relocating out of state.
 - 2.5.2 Devote full time to the care of a family member, or attend school, etc.

- 2.6 If the employee determines at the conclusion of the interview process that he/she wishes to continue with the resignation process, the interviewer shall ask the employee to complete the online Exit Survey form in the Human Resources Office prior to their last date of employment.

- 2.6.1 The completed Exit Interview form shall be forwarded to the Human Resources Office.

3.0 EXIT SURVEY PROCESS

- 3.1 The Exit Survey form may be completed anonymously and shall be processed as follows:

- 3.1.1 The employee shall complete the Exit Survey form online in the Human Resource Office.

- 3.1.2 The employee is not required to provide their name or Employee Identification Number.

- 3.1.3 The completed Exit Survey shall be considered a confidential document.

- 3.1.4 If the employee is unable to complete the Exit Survey online, the employee shall enclose the survey in an envelope. The envelope shall be sealed by the employee and forwarded to their Human Resources Liaison by the close of business on their last workday.

- 3.2 Employees who meet applicability standards, but who were otherwise unable to complete the online survey in the Human Resources Offices shall:

- 3.2.1 Be provided or mailed an Exit Survey form, including a self-addressed, postage paid return envelope to the employee's address of record by their Personnel Liaison.

- 3.2.2 Include a cover letter with the Exit Survey form explaining the survey completion process. (See Attachment A.)

4.0 CONFIDENTIALITY

- 4.1 Responses to surveys shall be confidential to the extent that the information shall not be included in the employee's personnel file and employee names shall not be used in summary reports.

- 4.2 Staff members, who have a valid need to know, shall have access to the information on Exit Surveys. Some confidentiality may be breached in the event the Department is required to conduct an investigation.

ATTACHMENT

Attachment A - Letter Form for Mailing an Exit Survey to the Employee

FORMS LIST

516-1, Exit Survey

516-2, Monthly Staff Turnover Report

516-3, Employee Exit Interview

ATTACHMENT A

THIS LETTER SHALL BE PREPARED ON OFFICIAL DEPARTMENT LETTER HEAD

DATE

Dear (To the employee who resigned)

I have been advised that you separated from employment with the Arizona Department of Corrections (ADC) prior to participating in the Department's Exit Survey process.

Participation in this survey is voluntary. As such, I am requesting that you take a few minutes of your time to complete the enclosed Exit Survey. Please be assured that this survey is confidential and will only be used to help the Department identify reasons for employee turnover. We appreciate your taking the time to complete the survey and request your candid and honest responses to all questions. Please return the survey within 10 days in the enclosed self-addressed, stamped envelope.

Again, we appreciate your time and effort in completing this survey and wish you well in your future endeavors.

Sincerely,

Division Director or Unit Administrator

Enclosures